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REPORT OF THE SECRETARY-GENERAL ON
THE WORK OF THE ORGANIZATION

SECURITY COUNCIL
Forty-eighth year

Implementation of the recommendations contained in "An Agenda for Peace"

Report of the Secretary-General

I. INTRODUCTION

1. In the statement adopted on 31 January 1992 at its first meeting at the level of heads of State and Government, the Security Council invited me to prepare an analysis and draw up recommendations on ways of strengthening the United Nations in the field of preventive diplomacy, peacemaking and peace-keeping.

2. The result was the submission, in June 1992, of "An Agenda for Peace" (A/47/277-S/24111). In that report, I examined the changing context of international relations and made recommendations on ways to improve the Organization's capacity to pursue and preserve peace. In response to that report the General Assembly established an Informal Open-Ended Working Group, whose work led to the adoption on 18 December 1992 of resolution 47/120, entitled "An Agenda for Peace; preventive diplomacy and related matters". The Security Council has also discussed various aspects of the report and has issued a number of statements, the most recent of which was circulated in document S/25859 of 28 May 1993.

3. The purpose of the present report is to inform the Members of the United Nations of the action which I have taken or am taking in response to General Assembly resolution 47/120 and the statements of the Security Council.

II. PREVENTIVE DIPLOMACY

4. Member States, in reaction to "An Agenda for Peace", voiced a widely held desire to improve the ability of the United Nations to receive and analyse early signals on situations of potential conflict. Member States would like to see:

(a) More timely and higher quality information made available to the Secretary-General;

(b) Improved capacity in the Secretariat to analyse the diverse sources of conflicts;

(c) More effective action by the relevant United Nations organs in response to potential or incipient conflicts;

(d) Ready availability of trained Secretariat staff to undertake and/or support early warning and conflict resolution functions;

(e) Better coordination of those activities within the Secretariat, and with the United Nations programmes and agencies, and regional arrangements and organizations.

A. Fact-finding

5. Both the Security Council, in the statement by its President of 30 November 1992 (S/24872), and the General Assembly, in its resolution 47/120 of 18 December 1992, supported my recommendations on fact-finding. More fact-finding missions will have taken place during 1992-1993 than in any previous biennium. (Over 40 such missions took place in 1992 alone.) In many cases, a coordinated inquiry was needed into the political, military, humanitarian and developmental aspects of a crisis. Experience so far confirms that an early initiative, careful preparation, and coordination with regional arrangements and organizations are necessary. Information gathered by fact-finding missions must be analysed in the context of material available from the widest range of sources.

6. To meet these needs the Security Council and the General Assembly asked me to strengthen the capacity of the Secretariat and to consider the secondment of experts. They also pointed out the need for countries involved to respond quickly to requests for information and positively to requests for the dispatch of fact-finding teams. I have issued a standing invitation to all Member States to make available to the United Nations information which may help forestall conflict. Offers to assist and cooperate in fact-finding efforts have been forthcoming from eminent personalities, Member States and regional arrangements and organizations. Throughout the past year I have drawn on outside expertise and shall continue to do so within the financial resources of the Organization or without cost to it.

7. Steps are being taken within the Secretariat to improve the accuracy, cost-effectiveness and quality of information available to me. At present the problem is often not too little information, but too much, with vital indicators mixed with the inconsequential. I have instructed that steps be taken to

rationalize our information management systems and ensure that the information available to those responsible for recommending preventive action takes full account of the multidimensional roots of conflicts today. At the same time duplication within departments and offices and between the Secretariat and United Nations agencies and organizations must be avoided.

B. Early warning

8. In its resolution 47/120 the General Assembly supported my recommendations in "An Agenda for Peace" on early warning functions and encouraged the Secretary-General "to set up an adequate early warning mechanism for situations which are likely to endanger the maintenance of international peace and security". In keeping with that resolution, I shall develop and present a plan for such a mechanism before the opening of the forty-eighth session of the General Assembly. Initial steps have already begun. On the basis of a decision taken by the Administrative Committee on Coordination (ACC) in October 1992, the Department of Humanitarian Affairs has begun monthly consultations with other United Nations departments, agencies and organizations, as well as with a limited number of observers, to develop a mechanism to provide advance warning of situations which might give rise to new flows of refugees and displaced persons.

9. I am also consulting regional arrangements and organizations on the development of cooperative procedures for early warning. I invite Member States to present their views on this matter, indicating, in particular, the practical arrangements they would be willing to undertake in order to fulfil section II, paragraph 3, of resolution 47/120, in which Member States were invited to "provide timely early-warning information, on a confidential basis when appropriate, to the Secretary-General".

10. Finally, in response to another request in resolution 47/120, I am improving the Secretariat's training programmes for political affairs officers, including a training component in preventive diplomacy and early warning. This work will be carried out in close cooperation with the Geneva-based fellowship programme which the United Nations Institute for Training and Research (UNITAR), in cooperation with the International Peace Academy, has recently developed for preventive diplomacy.

C. Measures to build confidence

11. Confidence-building measures can be an integral part of conflict prevention and peace-building in all areas of the world. The General Assembly in its resolution 47/120 supported my intention to consult with Member States and regional arrangements and organizations on further confidence-building measures. There can be no fixed set of measures which will be appropriate for all regions. Each region will need to explore options and agree on measures acceptable to all States involved, taking account of history and present politics. The United Nations can play a catalytic role by encouraging an exchange of ideas and facilitating communication. United Nations confidence-building missions to volatile regions with the agreement of the key parties could serve to identify measures which otherwise might be overlooked or neglected.

12. In the past, most confidence-building measures have dealt with the military aspects of security. Extensive European experience is available in this field. In some other regions procedures and mechanisms of a purely political and diplomatic nature are being developed. The United Nations stands ready to support such efforts.

13. I have asked regional arrangements and organizations to give me their views on confidence-building in their respective areas of competence. I will report on the replies received in due course.

III. PEACEFUL SETTLEMENT OF DISPUTES

14. Between the tasks of preventing conflicts and keeping the peace lies the task of bringing hostile parties to agreement by peaceful means. Member States have given overwhelming support to my recommendations for the peaceful settlement of disputes.

15. In its resolution 47/120, the General Assembly encouraged the Security Council to utilize fully the provisions of Chapter VI of the Charter on procedures and methods for peaceful settlement of disputes. It also encouraged the Secretary-General and the Security Council to engage at an early stage in close and continuous consultation in order to develop, on a case-by-case basis, an appropriate strategy for the peaceful settlement of specific disputes.

16. At present, some 70 areas of conflict or potential conflict are said to exist throughout the world. Chapter VI of the Charter sets out a comprehensive list of procedures and methods for peaceful settlement, and the United Nations has had wide experience in their application. The last several years have seen an expanded use of such methods, adapted on an ad hoc basis to each specific situation. The following means have been used: fact-finding missions; goodwill missions; special envoys/mediators; Friends of the Secretary-General; stationing of observers; and human rights monitoring. These means are intended primarily to attain four objectives, namely, collecting reliable, first-hand information; demonstrating the interest of the international community; performing good offices functions; and contributing to a climate of trust between all parties concerned and encouraging a sense of security.

17. In the past year, special envoys or missions were dispatched, in some cases on several occasions, to the former Yugoslavia, several of the newly independent States which emerged from the Soviet Union, Guatemala, Haiti, Israel, Liberia, the Libyan Arab Jamahiriya, Rwanda, Solomon Islands, Somalia and South Africa, and East Timor.

18. Missions are often a first step towards further involvement of the international community. The stationing of observers in Georgia, South Africa and Tajikistan, for example, was a direct result of recommendations made by special envoys of the Secretary-General. In Haiti the Special Envoy appointed jointly by myself and the Secretary-General of the Organization of American States is conducting a complex negotiation to re-establish human rights and democracy in that country, which has already led to the deployment of a civilian mission to monitor human rights there.

19. Newly independent States, such as Armenia, Azerbaijan, Belarus, Georgia, Kazakhstan, Ukraine and Uzbekistan, have welcomed the establishment of United Nations interim offices in their countries. These offices, which are an experiment in better organizing the multifarious activities of the United Nations in a particular country, carry out the normal developmental and public information functions. They also provide the Secretary-General with an invaluable resource which can be used in support of his efforts at preventive diplomacy and the peaceful settlement of disputes, as mandated by the General Assembly or the Security Council. I shall be presenting to the General Assembly at its next regular session a comprehensive report on the interim offices and their future development.

20. A group of Member States, informally constituted as "Friends of the Secretary-General", has played a helpful role in the settlement of the long-standing conflict in El Salvador. Similar groups have been formed or are under consideration for the situations in Haiti and Afghanistan. This arrangement provides the Secretary-General with an informal forum for the exchange of ideas and with a source of diplomatic support from interested countries. It is an arrangement which I intend to use in other contexts.

IV. HUMANITARIAN ASSISTANCE

21. The demands for humanitarian assistance are growing in an increasing variety of situations. Hardly a day goes by when the international community is not asked to provide humanitarian relief to people trapped in natural or man-made disasters or fleeing them. More and more appeals for assistance are coming from or on behalf of victims of conflicts within Member States. In some cases, military protection for humanitarian relief is required.

22. The Security Council and the General Assembly asked that more be done to strengthen the capacity of the United Nations for humanitarian assistance through coordinated planning and implementation involving the Departments of Political Affairs, Peace-keeping Operations and Humanitarian Affairs. Humanitarian concerns should be reflected in fact-finding missions and in peace-keeping operations. I fully agree. Humanitarian assistance is closely connected with preventive diplomacy, early warning and the maintenance of international peace and security. It is associated with fact-finding, the prevention of conflicts and emergencies, and with peacemaking, peace-keeping and peace-building. I have taken measures to ensure that the necessary coordination takes place between the Departments of Political Affairs, Peace-keeping Operations and Humanitarian Affairs as well as between all United Nations organizations and agencies. Training programmes for humanitarian assistance are also being developed.

23. Steps have also been taken to develop a specific humanitarian dimension in the integrated early warning approach of the United Nations. On the one hand, humanitarian emergencies may constitute threats to international peace and security or aggravate existing threats; on the other hand, disturbances of the peace may give rise to humanitarian crises. For both reasons humanitarian indicators are being included as an integral part of information-gathering and analysis. I shall bring to the attention of the appropriate organs of the United Nations any situation requiring urgent humanitarian assistance.

24. In the provision of humanitarian assistance, every effort is made to ensure the safety of relief personnel, to avert or mitigate emergency situations, and to prepare the path towards rehabilitation and development, thereby contributing to the goal of post-conflict peace-building. The safety of United Nations personnel is further discussed in section IX of this report.

25. A matter of special concern in the provision of humanitarian assistance is the need to clear land-mines which infest all areas where conflict has occurred or been planned. I have instituted a coordinated programme of action for demining involving the Department of Humanitarian Affairs, the Department of Peace-keeping Operations and other relevant partners. Considerable progress is being made.

V. PEACE-KEEPING

26. During the last nine months, the demand for United Nations peace-keeping has continued to grow. Some 60,000 civilian and military personnel now serve in 13 United Nations peace-keeping operations world wide. The operation in Somalia will bring this figure close to 90,000, and additional operations being considered would raise it well above the 100,000 mark this year. Peace-keeping is in a state of rapid evolution as the United Nations is asked to undertake increasingly complex and dangerous tasks. In Somalia new ground has been broken by giving a United Nations operation the authority to enforce, under Chapter VII of the Charter, the decisions of the Security Council. In the former Yugoslav Republic of Macedonia, United Nations peace-keepers have for the first time been deployed in a preventive manner.

27. The expansion of United Nations operations has placed increasingly heavy burdens on Member States. In June last year, I was able to report that Member States were keen to participate in peace-keeping operations and that military observers and infantry were invariably available. This is no longer generally the case. Difficulties which were previously encountered only when specialized logistic units were sought now arise also in the case of infantry and military and police observers.

28. I have noted the suggestions made by the Security Council in the President's statement of 29 October 1992 (S/24728) and by the General Assembly in its resolution 47/71 of 14 December 1992, on the comprehensive review of the whole question of peace-keeping operations in all their aspects.

29. I have taken action to improve and speed up the process whereby the Organization obtains personnel or formed units from Member States for new peace-keeping operations or for the expansion of existing ones. A special planning team comprising military officers made available by Member States has defined standard components to be regarded as "building blocks" from which various types of operation may be constructed. The team has briefed delegations on its work and Member States have been invited to enter into discussions with the Secretariat in order to reach agreement on which of the building blocks they would in principle be ready to provide, if asked. The advantages of such stand-by agreements for the Organization are obvious. For the Member States, too, they will simplify planning and budgeting, as well as the training of the personnel concerned.

30. The growth in peace-keeping has profoundly affected the operations of the Organization. There is not a single administrative entity in the Secretariat which has not been required to assign staff to one or more of the peace-keeping operations. The demands have now grown to such an extent that it is no longer possible to fill all the positions in the field with existing Secretariat staff. New ways have therefore had to be sought to bring in additional personnel on a temporary basis. I have accordingly invited Member States to designate qualified personnel who may be considered for secondment to a United Nations peace-keeping operation; I have also accepted offers by Member States to make such personnel available on loan. In a number of cases, it has been necessary to turn to contractors for support services for the operations in the field normally provided by United Nations staff.

31. At Headquarters, the units directly involved in peace-keeping, notably the Department of Peace-keeping Operations and the Field Operations Division within the Department of Administration and Management, are in the process of being strengthened, partly through the redeployment of Secretariat staff and partly with military staff on loan from Member States. Utilizing the latter, a military planning cell has been formed within the Department of Peace-keeping Operations. In addition, a situation room has been created, staffed by military officers, to maintain a continuous link, initially with the operations in Somalia and in the former Yugoslavia. I am studying the setting up of an integrated situation room which will cover the United Nations peace-keeping operations world wide in all their aspects. I should point out, however, that redeployment within the Secretariat will not be sufficient to meet the substantial additional staff requirements, while the loan of staff by Member States is essentially a short-term measure which cannot be used to establish permanent structures. It would thus be unrealistic to expect that all needs can be met from existing resources.

32. I am conscious of the mounting cost of peace-keeping and the burdens this entails for Member States. At the same time, I am convinced that peace-keeping remains good value for money. I very much welcome, therefore, General Assembly resolution 47/217 of 23 December 1992, by which the Assembly authorized the establishment of a Peace-keeping Reserve Fund of $150 million. While the Reserve Fund was intended to enhance the Organization's ability to respond to crises, only some $64 million has so far been transferred to the Fund. The remaining $86 million can be financed only when sufficient amounts of arrears are paid towards outstanding assessed contributions to the regular budget.

33. Moreover, as a result of significant unpaid peace-keeping assessments by Member States, it has been necessary to draw on this reserve and the Fund is now almost exhausted. It should also be noted that a significant amount is due to troop-contributing States, particularly in connection with the newer peace-keeping operations.

34. In the same context, I hope that the General Assembly will consider favourably at its next session my proposal that it appropriate one third of the estimated cost of each new peace-keeping operation as soon as the Security Council has decided to establish it.

VI. PEACE-BUILDING

A. Democratization and electoral assistance

35. In analysing global trends beyond the cold war, "An Agenda for Peace" took account of the groundswell of popular support for greater participation in political processes. Broader individual involvement and greater government accountability are becoming twin attributes of a movement towards the establishment of democratic institutions. Member States are creating, and being subjected to, international pressure to view democratization as a crucial factor in political stability, social harmony and economic advancement.

36. In response to specific requests from Member States, the United Nations is taking on a wide array of responsibilities in assisting progress towards democratization within States. The most frequent requests are for electoral assistance in:

(a) Organization and conduct of elections;

(b) Supervision;

(c) Verification;

(d) Observation;

(e) Coordination and support of the activities of other international observers;

(d) Technical help.

37. In the Secretariat in New York, I have created a new unit to deal with requests from Member States for electoral assistance. In the short period of its existence, this unit has handled 36 such requests. Two came from Asia, 4 from Eastern Europe, 4 from Latin America and 26 from Africa. Of the total, 2 relate to organization and conduct, 4 to verification, 26 to technical assistance, 9 to coordination and support, and 7 to a follow-up and report on the situation. It should be borne in mind that until very recently, when it was decided to accept a request to monitor the elections in Nicaragua which opened the door to peace in that country, the United Nations regularly turned down all requests except those for technical assistance. We have since successfully monitored several elections and have several others in preparation.

38. The experience of the United Nations in this relatively new field has already driven home some political realities. Personnel, material, technical and financial assistance are not enough to create a political culture of democracy. Democratic values must be willingly accepted by the entire society. A prerequisite for democratization is that democracy must grow roots in its own soil. Given the lack of democratic tradition in some countries, it cannot be assumed that the choice of the electorate will always be respected, as has been tragically illustrated in recent months in Angola.

39. Although the United Nations is currently viewed as a primary source of electoral assistance, its role in this field should diminish over time as

countries develop their own expertise and institutions to support democratic processes. A decline in demand for United Nations assistance may indicate that the Organization has fulfilled its initial role successfully and can focus on other important elements of the democratization and peace-building processes.

B. Post-conflict peace-building

40. The Security Council addressed the importance of building strong foundations for peace in post-conflict situations in the President's statement of 30 April 1993 (S/25696). The Council supported specific measures I had proposed and added new elements to strengthen national political structures and institutional capabilities. The Council, stressing the importance and urgency of the Organization's work in the field of development cooperation, encouraged coordinated action by other components of the United Nations system to remedy the underlying causes of threats to peace and security.

41. I welcome the Council's recognition that post-conflict peace-building has a vital role in restoring a sound basis for sustainable peace and that there is a need to address the roots of a conflict, in an integrated manner, in order to prevent its recurrence.

42. In building foundations for peace, all components of the United Nations have to work closely together. Peace-building is a multidimensional and interdisciplinary concept. In this connection, I have recommended, inter alia, that the Security Council invite a reinvigorated and restructured Economic and Social Council to provide reports, in accordance with Article 65 of the Charter, on those economic and social developments that may, unless mitigated, threaten international security. I hope that discussion will continue on ways to put this recommendation into practice.

43. The Security Council stressed in its statement that the organizations and agencies of the United Nations system, in the development and implementation of their programmes, need to be sensitive to the United Nations common goal of strengthening international security. The Secretary-General, as chief administrative officer of the United Nations and Chairman of ACC, has great responsibility in this regard. I am continuing my consultations in ACC and I intend to take further steps to enhance the coordination of our organizations towards this purpose.

44. The steps I am taking to ensure that those responsible for recommending preventive action take full account of the multidimensional roots of conflicts today, mentioned in paragraph 7 above, will also assist me in devising better measures for building peace in post-conflict situations. Better analysis of economic and social factors which have a bearing on political and military developments will help me, and the relevant organs and agencies of the United Nations, to propose action to deter conflict and build foundations for a lasting peace.

VII. COOPERATION WITH REGIONAL ARRANGEMENTS AND ORGANIZATIONS

45. "An Agenda for Peace" recommended greater involvement of regional arrangements and organizations in the peace-related activities of the United Nations. Member States have supported those recommendations. On 28 January 1993 (see S/25184), the Security Council invited regional arrangements and organizations to give priority consideration to studying ways and means of strengthening their structures and functions to correspond to the concerns of the United Nations about international peace and security.

46. The replies received to that invitation will assist in putting together a set of principles governing cooperation between the regional arrangements and organizations and the United Nations, including, it is hoped, a greater sharing of responsibility. My call in "An Agenda for Peace" for stronger reliance upon regional efforts came before regional arrangements and organizations had fully adjusted to the end of bipolarity. It is now clear that the transformation of the international landscape will involve new tensions as intra-State conflicts increase and the United Nations must find the right balance between its limited resources and the demands placed on it. In this time of change not all regional arrangements may prove willing or able to take on the challenges confronting them.

47. Nevertheless significant progress has recently been made in strengthening mechanisms for cooperation between the United Nations and regional arrangements and organizations and, more particularly, in effective joint ventures between them in the field. Examples include:

(a) The association of the Organization of African Unity, the Organization of the Islamic Conference and the League of Arab States with the United Nations Operation in Somalia (UNOSOM);

(b) Continuing progress by the United Nations and the Organization of African Unity in drafting a treaty on the denuclearization of Africa;

(c) Close cooperation, and agreed divisions of labour, between the United Nations and the Conference on Security and Cooperation in Europe in various actual or potential areas of conflict in the republics of the former Soviet Union and elsewhere in Europe, including Georgia, Moldova, Nagorno-Karabakh, Tajikistan and the former Yugoslav Republic of Macedonia;

(d) The establishment by the Secretary-General and the then Presidency of the European Community of the International Conference on the Former Yugoslavia, together with close cooperation in the field between the United Nations Protection Force (UNPROFOR) and the European Community Monitoring Mission;

(e) The cooperation between the United Nations and the Organization of American States to restore human rights and democracy in Haiti; this has involved the joint appointment of a Special Envoy by the two Secretaries-General and the deployment of an international civilian mission to monitor human rights, which includes contingents of monitors appointed by each organization;

(f) The North Atlantic Treaty Organization's provision of assistance to the United Nations in monitoring and enforcing the no-fly zone in the airspace of Bosnia and Herzegovina.

VIII. SANCTIONS AND SPECIAL ECONOMIC PROBLEMS

48. The Security Council examined the questions of special economic problems of States as a result of sanctions imposed under Chapter VII of the Charter and issued a statement by the President on 30 December 1992 (S/25036). The Council expressed its determination to consider the matter further and invited the Secretary-General to consult the heads of the international financial institutions, other components of the United Nations system and States Members of the United Nations, and to report to it as early as possible. I have requested the views and suggestions of Member States and the institutions concerned, and I shall continue my consultations with them.

49. This is a question of pressing importance which must be pursued as a matter of urgency. Measures to ease the economic impact of sanctions have so far depended on the political will of countries that are in a position to provide assistance or on the capacity of the financial and other institutions and agencies of the United Nations system to respond adequately and swiftly. At the moment, there is no mechanism in the United Nations to address the spirit of Article 50 of the Charter effectively and systematically.

50. It has been proposed that the General Assembly should establish a permanent fund which would operate automatically on the imposition of sanctions. Alternatively, it has been proposed that individual trust funds be established under the terms of the Security Council resolution imposing sanctions. These proposals are being considered in appropriate United Nations forums. There may also be a need to set up a permanent mechanism for consultations between the Security Council, the Secretary-General and international financial institutions and other components of the United Nations system, as well as Member States, when sanctions are considered or imposed. A special study on the effectiveness of sanctions in each case has also been suggested. I shall review all these proposals when I submit my report to the Council in the near future.

IX. SAFETY OF PERSONNEL

51. I have already mentioned that the United Nations has undertaken increasingly complex and dangerous tasks. The safety of its personnel is therefore of growing concern. The United Nations security system is adequate to meet the safety requirements of United Nations personnel in the majority of countries where there is a United Nations presence but it is no longer adequate for meeting the needs that arise in complex emergencies.

52. In response to the statement by the President of the Security Council of 31 March 1993 (S/25493) I am reviewing the Organization's security arrangements, with a view to enhancing its capacity to deal with dangers facing its staff. The Security Coordinator's capacity to monitor and respond to crises, as well as the practical aspects of improving security in the field, are being addressed as

a matter of urgency. Meanwhile, the recommendations in section VIII of "An Agenda for Peace" remain as valid today as when they were written a year ago.

X. CONCLUDING OBSERVATIONS

53. The present report has described the action taken by the Secretariat in response to various decisions and statements by the General Assembly and the Security Council on ideas contained in "An Agenda for Peace". It does not therefore purport to be a comprehensive restatement of the whole of that document. It is rather a progress report on action taken in areas where the Member States have endorsed my ideas and have encouraged me to put them into practice.

54. I am grateful for the attention which Member States have given to "An Agenda for Peace" in the 11 months since it was presented to the Members of the United Nations. Their deliberations and pronouncements have been a most valuable part of an extensive debate about how the international community can best equip itself to respond to the opportunities, and meet the challenges, of a world which is in a rapid state of transition. I look forward to a continuing dialogue with Member States and to receiving their guidance on important parts of "An Agenda for Peace" on which they have not yet pronounced themselves. I remain committed to all the ideas in it, believing that they constitute a consistent and integrated set of measures to address the problems of assuring human security in all its aspects.

55. Meanwhile, as demand has grown exponentially for the Organization's services in the fields of preventive diplomacy, peacemaking, peace-keeping, peace-building and humanitarian assistance, the Member States have not only discussed the ideas in "An Agenda for Peace" but have been putting some of them into practice, a notable example being the preventive deployment of UNPROFOR in the former Yugoslav Republic of Macedonia. A point which has become even clearer to me during this process than it was a year ago is the overriding importance of the full and timely provision by Member States of the resources needed to strengthen the Organization's capacity in the realms of preventive diplomacy, peacemaking, peace-keeping, post-conflict peace-building and humanitarian assistance. The point made in paragraph 31 above about the need for additional resources to improve my ability to command and control peace-keeping operations applies to many of the other activities covered in the present report and/or recommended in "An Agenda for Peace".

56. Redeployment of resources is a most desirable concept but in the United Nations, as in other large organizations, it takes time to implement - and also, itself, costs money. Given the volume and urgency of new activities pressing upon it, the United Nations does not have much time. If the Organization is to respond effectively to the hopes placed in it by the peoples of the world, the Member States will have to be as innovative in devising new financial approaches as they are in devising new tasks for the Organization to perform. I believe that the ideas in the report prepared by Mr. Shijuro Ogata and Mr. Paul Volcker on behalf of the Ford Foundation are the right way forward.